



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
<b>Plan Goal I: Increase Access to healthy, safe environments for all homeless and precariously housed members of the Concord Community.</b> PRIORITY: Housing First opportunities are expanded, the Concord Winter Shelter for individuals is operated successfully, and the unmet needs of homeless families in winter are assessed and addressed.					
Funding for Housing First caseworkers and rental assistance is increased.	<ul style="list-style-type: none"> <li>The funding available to support hiring additional caseworkers is increased.</li> <li>The # of chronically homeless people provided with on-going case worker support, either by the Concord Coalition to End Homelessness (CCEH) or other providers is increased.</li> </ul>	<ul style="list-style-type: none"> <li>The # of people receiving ongoing caseworker support from the Concord Coalition to End Homelessness or other providers in Concord.</li> <li>Rental assistance in support of chronically homeless individuals is increased.</li> </ul>	<ul style="list-style-type: none"> <li>Sources of funding in support of additional caseworkers are identified.</li> <li>Grant applications are submitted.</li> <li>Rental assistance, beyond that which is currently available, is secured.</li> </ul>		Concord Coalition to End Homelessness (CCEH)  (NOTE- FIT, CAP or Harbor Homes could provide PSH in the Concord area)
The unmet housing needs of homeless	A report on the unmet needs of homeless	The Steering Committee is informed	<ul style="list-style-type: none"> <li>Provider focus group is assembled, including, but not</li> </ul>		Concord Coalition to End Homelessness.

**Comment [boc1]:** What about the number of people? Do we want it to go up, or down? This seems squishy.



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
families in winter are assessed. Recommendations are generated for meeting those needs in the winter of 2018/2019 and beyond.	families in winter is completed, with recommendations for how to meet those needs (i.e., a family winter shelter or through other means).	of the unmet needs of homeless families in winter, and makes a recommendation for meeting those needs through a winter shelter or other means.	<p>limited to Concord Human Services, Families in Transition, Family Promise, and Friends Program, in support of assessing the need.</p> <ul style="list-style-type: none"> <li>▪ Supporting documentation is prepared.</li> <li>▪ Summary report is prepared and disseminated to all interested parties.</li> </ul>		<p>Ruth Perencevich</p> <p>Kara Wyman</p>
The Concord Winter Shelter for individuals being constructed at 238 N. Main Street continues to receive operating support from the City of Concord and Merrimack County.	The Concord Winter Shelter is financially sustainable on an annual basis.	Appropriate funding is secured.	<ul style="list-style-type: none"> <li>▪ Sources of operating funding are identified.</li> <li>▪ Grant applications are submitted in a timely manner.</li> </ul>		Concord Coalition to End Homelessness



**Plan to End Homelessness**  
**Strategic Plan Refresh in Support of Achieving Functional Zero**  
**Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
<p>The Steering Committee and CCEH are informed of mechanisms for creating Supportive Housing Opportunities for people leaving NH Hospital, and recommendations are made</p>	<p>A report is prepared that outlines the available programs that support creating Supportive Housing Opportunities.</p>	<p>The number of programs identified.</p>	<p>Invite guest speakers from organizations that provide funding/programs that support creating Supportive Housing Opportunities to attend Steering Committee meetings.</p>		<ul style="list-style-type: none"> <li>• CATCH/Rosemary Heard</li> <li>• Riverbend/Peter Evers</li> </ul>



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
<p><b>Plan Goal I: Increase Access to healthy, safe environments for all homeless and precariously housed members of the Concord Community; and/or</b>  <b>Plan Goal II: Increase the number of quality, permanent, affordable rental units for very low-income individuals and families:</b>  <b>PRIORITY: Assess and support solutions that provide a range of housing options for people experiencing homelessness.</b></p>					
<p>The availability of housing units within the City of Concord that are affordable to Low-Income (LI), Very Low-Income (VLI) and Extremely Low-Income (ELI) people is assessed. The unmet need for such units is assessed, and mechanisms for increasing the number of units available, if needed, are recommended.</p>	<ul style="list-style-type: none"> <li>• A report on the # of households who are at LI, VLI and ELI within the Concord area.</li> <li>• Report on availability of existing rental housing units affordable to those populations.</li> <li>• A review of the mechanisms to meet identified needs.</li> </ul>				<ul style="list-style-type: none"> <li>• CATCH</li> <li>• Concord Coalition to End Homelessness</li> <li>• NH Coalition to End Homelessness</li> <li>• NHHFA</li> </ul>



**Plan to End Homelessness**  
**Strategic Plan Refresh in Support of Achieving Functional Zero**  
**Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
---------	--------------------	---------	------------	----------	---------------------------



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
<p>Mechanisms and/or incentives to increase the number of developers/landlords participating in housing chronically homeless people are explored.</p> <p>Partnerships are created with landlords within existing housing stock.</p>	<ul style="list-style-type: none"> <li>• # of incentives created</li> <li>• # of developers and landlords willing to participate in a set-aside for units in support of chronically homeless people.</li> <li>• # of chronically homeless people housed in apartments as a result.</li> <li>• # of landlords willing to accept tenants coming out of chronic homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of incentives created that have the potential to foster landlord participation.</li> <li>▪ # of landlords approached to participate.</li> <li>▪ # of partnerships entered into with existing landlords.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Host a focus group around possible incentives.</li> <li>▪ Invite development community to participate in a discussion around identified incentives.</li> <li>▪ Develop collateral materials in support of outreach, i.e., "Frequently Asked Questions."</li> <li>▪ Create a list of potential partners.</li> <li>▪ Meet with landlords to determine their willingness to participate.</li> </ul>		<ul style="list-style-type: none"> <li>• Concord Coalition to End Homelessness</li> <li>• NH Coalition to End Homelessness</li> </ul>

**Comment [boc2]:** In both the outcome indicator and Outputs columns, the success indicators are uncertain—again, are we looking for high numbers or low numbers?



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
<b>Plan Goal III: <i>Increase knowledge about homelessness in Concord, costs to the community, services available, and future needs.</i></b> PRIORITY: The City of Concord, including its administration, elected officials and the broader community are appropriately informed on matters pertaining to homelessness, including the costs and benefits of “Housing First.”					
The costs associated with chronic homelessness in the community are identified and quantified, and compared with the costs and benefits of “Housing First” permanent supportive housing.	Analyses are completed of the costs associated with chronic homelessness within the City of Concord, and of the costs and benefits associated with Housing First.	The Steering Committee for Concord’s Plan to End Homelessness is informed of the costs associated with chronic homelessness in the City of Concord and the costs and benefits of Housing First.	<ul style="list-style-type: none"> <li>Identify and secure project partners.</li> <li>Identify agreed upon data collection parameters/data sets.</li> <li>Gather data.</li> <li>Analyze data.</li> <li>Share data with the Committee for Concord’s Plan to End Homelessness and others.</li> </ul>		<ul style="list-style-type: none"> <li>The Carsey Institute</li> <li>NHTI College Intern (Lorna Tobin)</li> <li>Others in partnership with the Concord Coalition to End Homelessness (NH CEH, State of NH)</li> </ul>
The impact of state institutional discharges in the community are identified and quantified (SB 393). State policy-makers	An analysis of the impact of discharges from state facilities is completed including men’s and women’s prisons, the County jail, and NH State Hospital.	The Steering Committee for Concord’s Plan to End Homelessness is informed with respect to both the human and financial impact within	<ul style="list-style-type: none"> <li>Responsible party for data collection is identified.</li> <li>Identify institutions from which data will be collected.</li> <li>Complete analysis.</li> <li>Share analysis with the</li> </ul>		<ul style="list-style-type: none"> <li>Tim Sink/Greater Concord Chamber of Commerce</li> <li>Kara S. Wyman/Merrimack County DOC</li> </ul>



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
are educated about the disproportionate impact on Concord of releases from these institutions, and an equitable allocation of resources is recommended and advocated for.		the community of discharges from state facilities.	Committee for Concord’s Plan to End Homelessness, and others as appropriate.		<ul style="list-style-type: none"> <li>• Peter Evers/Riverbend</li> <li>• Steve Duprey/The Duprey Companies</li> </ul>
An accurate, confidential, by-name count of chronically homeless individuals, in the City of Concord is created.	An accurate, confidential, by-name list of chronically homeless individuals within the City of Concord is completed.	An accurate, confidential, by-name list of chronically homeless individuals is maintained by CCEH in collaboration with the NH Bureau of Homeless and Housing Services (BHHS).	<ul style="list-style-type: none"> <li>• Identify methodology for obtaining an accurate list of chronically homeless people.</li> <li>• Compile list of chronically homeless people.</li> <li>• Share the accurate count of chronically homeless with the Steering Committee</li> </ul>		<ul style="list-style-type: none"> <li>• Concord Coalition to End Homelessness</li> <li>• State of New Hampshire</li> </ul>

**Plan Goal III: Increase knowledge about homelessness in Concord, costs to the community, services available, and future**



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
<b>needs: PRIORITY: Advocacy efforts are increased.</b>					
Achieve a broader ownership and understanding of the challenges, solutions, and strategies, as well as a county-wide sense of possibilities.	# of individuals who believe that homelessness is a solvable problem.	# of forums hosted.	<ul style="list-style-type: none"> <li>• Prepare an outline/content for future forums.</li> <li>• Conduct outreach to community partners to determine when and where.</li> <li>• Conduct forum(s).</li> </ul>		Concord Coalition to End Homelessness
	# of communities within Merrimack County that are informed about the plight of homelessness, and associated challenges and solutions.	# of meetings hosted that focus on the plight of homelessness, along with associated challenges and solutions (community meetings, town councils, service organizations, civic groups, faith communities).	<ul style="list-style-type: none"> <li>• Establish community-based relationships in support of scheduling town meetings.</li> <li>• Schedule meetings in Concord and surrounding towns in Merrimack County, with appropriate pre-event marketing.</li> </ul>		<ul style="list-style-type: none"> <li>• Concord Coalition to End Homelessness</li> <li>• Housing Action NH</li> <li>• NH Coalition to End Homelessness</li> <li>• Pam Puleo/Concord Hospital</li> <li>• Steering Committee Membership</li> </ul>
	# of articles and op-eds focused on	# of op-eds and articles published in local print	<ul style="list-style-type: none"> <li>• Create a marketing and outreach plan focused on</li> </ul>		Concord Coalition to End Homelessness



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
	homelessness.	media, Facebook, membership organization newsletters, etc.	outreach around the plight of homelessness. <ul style="list-style-type: none"> <li>• Create a corresponding outreach schedule.</li> </ul>		
<b>Plan Goal IV: Increase public and private funding available to Plan strategies: PRIORITY: Funding in support of housing people who are chronically homeless is increased</b>					
A Housing Choice Voucher Priority is in place in support of housing chronically homeless people within the City of Concord.	# of chronically homeless people who are housed as a result of access to a Housing Choice Voucher that they would not otherwise have been able to access.	# of Housing Choice Vouchers set aside for housing the chronically homeless population within the City of Concord.	<ul style="list-style-type: none"> <li>• Using data sets obtained as a part of this plan's strategic priorities, develop an advocacy case statement to support a Housing Choice Voucher set-aside.</li> <li>• Actively work with:               <ul style="list-style-type: none"> <li>○ Concord Housing Authority.</li> <li>○ New Hampshire Housing Finance Authority.</li> </ul> </li> </ul> Department of Housing and Urban Development staff.		Concord Coalition to End Homelessness



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
<b>Plan Goal V: <i>Ensure broad representation and engagement of stakeholders in implementing the Plan to End Homelessness:</i></b> PRIORITY: Clear governance structure exists for the Steering Committee for Concord’s Plan to End Homelessness.					
The roles of both the Concord Coalition to End Homelessness and the City of Concord Plan to End Homelessness Steering Committee are clearly identified.	<ul style="list-style-type: none"> <li>Community members are clear about the differences between the Steering Committee and the Concord Coalition to End Homelessness.</li> <li>Steering Committee members and members of the Board of Directors of CCEH are clear on their respective roles, and areas of partnership.</li> </ul>	# of people/organizations that have a clear understanding of the organizational roles, responsibilities and goals.	<ul style="list-style-type: none"> <li>A discussion takes place around creating a formal leadership structure within the Steering Committee.</li> <li>Job descriptions are defined for leadership roles.</li> <li>Roles, responsibilities, and priorities are reviewed, and understood.</li> </ul>		<ul style="list-style-type: none"> <li>City of Concord Plan to End Homelessness Steering Committee</li> <li>Pamela Puleo (convener)</li> <li>Byron Champlin</li> <li>Claudia Walker</li> <li>Rosemary Heard</li> </ul>
Leadership of the	Staff liaison is	# of staff hours	Outreach to Mayor Jim Bouley		Byron Champlin



**Plan to End Homelessness**  
**Strategic Plan Refresh in Support of Achieving Functional Zero**  
**Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
City of Concord's Plan to End Homeless Steering Committee is clearly outlined and agreed upon.	appointed by the City of Concord to the City of Concord Plan to End Homelessness Steering Committee.	dedicated to support the City of Concord Plan to End Homelessness Steering Committee.	and the City Council in support of a request for a staff liaison.		
Implementation of the Plan is supported by the City of Concord, possibly with accompanying resources.		# of staff hours dedicated to supporting the City of Concord Plan to End Homelessness Steering Committee.			



**Plan to End Homelessness  
Strategic Plan Refresh in Support of Achieving Functional Zero  
Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
<b>Plan Goal V: <i>Ensure broad representation and engagement of stakeholders in implementing the Plan to End Homelessness.</i></b>					
<b>PRIORITY: Membership of the Steering Committee for the Concord Plan to End Homeless is appropriately diverse</b>					
Additional stakeholders are identified and nominated to the Concord Plan to End Homelessness Steering Committee.	# of Steering Committee members is increased, with appropriate representation across relevant sectors.	# of additional sectors and/or organizations represented.	<p>A list of additional committee members is developed. Consider a model for membership that might include:</p> <ul style="list-style-type: none"> <li>• Bureau of Homeless and Housing Services</li> <li>• Concord Housing and Redevelopment Authority</li> <li>• Education System</li> <li>• The Friends Program, Family Promise or other organization representing the interests of homeless families</li> <li>• Corrections System</li> <li>• State Hospital</li> <li>• The sitting Steering Committee approves the list of suitable additions to the</li> </ul>		<ul style="list-style-type: none"> <li>• City of Concord Plan to End Homelessness Steering Committee</li> <li>• Pamela Puleo (convener)</li> <li>• Byron Champlin</li> <li>• Claudia Walker</li> <li>• Rosemary Heard</li> </ul>



**Plan to End Homelessness**  
**Strategic Plan Refresh in Support of Achieving Functional Zero**  
**Years 2018 to 2021 (draft 3-16-2018)**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
			<p>Committee, and reaches out to identified members to invite them to join the Committee.</p> <ul style="list-style-type: none"><li>• The Steering Committee submits the names to the City Council for its approval.</li></ul>		